



*A Report on*

# Customer Service

*for Texas Parks and Wildlife Department*



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Submitted June 1, 2018

## WHAT IS A CUSTOMER?

Customers are the most important people in this office.

Customers are not dependent on us ...  
*... we are dependent on them.*

Customers are not an interruption of our work ...  
*... they are the purpose of it.*

Customers are not doing us a favor by our serving them ...  
*... they are doing us a favor by giving us the  
opportunity to do so.*

## CUSTOMER INVENTORY

The Texas Parks and Wildlife Department (TPWD) serves a wide array of customers. We consider the citizens of Texas our most important “customer” group - it is our mission to manage and conserve Texas’ resources for the benefit of current and future generations.

Each of the strategies in the General Appropriations Act directs an effort to provide or enhance a facility, program, activity or service that benefits our customers directly and all Texans indirectly:

<b>STRATEGY</b>	<b>DESCRIPTION OF SERVICES</b>	<b>CUSTOMERS SERVED</b>
A.1.1.	Wildlife conservation, habitat management and research	Hunters, non-consumptive users, WMA visitors
A.1.2.	Technical guidance to private landowners and general public	Hunters, non-consumptive users, private landowners
A.1.3.	Enhanced hunting and wildlife-related recreational opportunities	Hunters, anglers, non-consumptive users, private landowners
A.2.1	Inland fisheries management, habitat conservation and research	Anglers, boaters, non-consumptive users
A.2.2	Inland hatcheries operations	Anglers, boaters, non-consumptive users
A.2.3.	Coastal fisheries management, habitat conservation and research	Anglers, boaters, non-consumptive users, commercial fishermen
A.2.4.	Coastal hatcheries operations	Anglers, boaters, non-consumptive users
B.1.1.	State parks, historic sites and state natural area operations	State park, historic site, and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.1.2.	Parks minor repair program	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.1.3.	Parks support	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
B.2.1.	Local park grants	Local governments and their park visitors
B.2.2.	Provide boating access, trails and other grants	Local governments and their park visitors, boaters, anglers, physically challenged and disadvantaged populations
C.1.1.	Wildlife, fisheries and water safety enforcement	Hunters, anglers, boaters, commercial fishermen, private landowners, general public

<b>STRATEGY</b>	<b>DESCRIPTION OF SERVICES</b>	<b>CUSTOMERS SERVED</b>
C.1.2.	Texas game warden training center	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.1.3.	Provide law enforcement oversight, management and support	Hunters, anglers, boaters, non-consumptive users, commercial fishermen, private landowners
C.2.1.	Provide outreach and education programs	Hunters, anglers, boaters, non-consumptive users, educators, youth, women, physically challenged, with focus on minorities
C.2.2.	Provide communication products and services	Hunters, anglers, private landowners, boaters, state park, historic site and state natural area visitors, non-consumptive users, educators
C.3.1.	Hunting and fishing license issuance	Hunters, anglers, commercial fishermen, license deputies
C.3.2.	Boat registration and titling	Boaters and county tax assessor-collectors
D.1.1.	Implement capital improvements and major repairs	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.2.	Land acquisition	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.3.	Infrastructure program administration	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users
D.1.4.	Meet debt service requirements	State park, historic site and state natural area visitors, hunters, anglers, boaters, non-consumptive users

Strategies may be subject to change based on approval from the Legislative Budget Board and Governor’s Office.

## COMPACT WITH TEXANS

A Customer Compact is an agreement made with the customers of an institution to provide services that follow a predetermined set of guiding principles. Simply stated, it defines the standards that customers should expect. The following compact is provided to the many diverse customers of the department.

The Texas Parks and Wildlife Department provides outdoor recreational opportunities; manages state parks, historic sites, state natural areas, wildlife management areas and fish hatcheries; and protects fish, wildlife, and historical and cultural resources for present and future generations.

Over the years it has inherited the functions of many state entities created to protect Texas' natural and cultural resources. More information about the history of TPWD can be found at [www.tpwd.texas.gov/business/about/history/](http://www.tpwd.texas.gov/business/about/history/).

TPWD has 13 internal divisions: Executive Office, Wildlife, Coastal Fisheries, Inland Fisheries, Law Enforcement, State Parks, Infrastructure, Information Technology, Communications, Financial Resources, Legal, Support Resources, and Human Resources. Intergovernmental Affairs and Internal Audit and Investigations are administered through the Executive Office. Texas Parks and Wildlife Department headquarters is located at 4200 Smith School Road, Austin, Texas 78744. State parks, historic sites, state natural areas, wildlife management areas, fish hatcheries and field offices are located across the state.

TPWD is largely user-funded. As a result, the department works diligently to listen to our current customers, anticipate future customers' needs and adjust TPWD programs and services to deliver the greatest benefit to Texans, while protecting natural and cultural resources for future generations.

### Our Customer Service Philosophy is:

*We affirm that excellent customer service is essential to our mission of managing and conserving natural and cultural resources and providing hunting, fishing and outdoor recreational opportunities for the use and enjoyment of present and future generations.*

Our goal is to provide highly responsive service to our customers. We will achieve exemplary customer service through:

- Listening to our internal and external customers in order to better understand them and provide opportunities for them to submit comments
- Courtesy
- Personal responsibility
- Professionalism
- Problem solving
- Respect
- Being open, friendly, flexible and caring
- Being responsive
- Working to resolve conflicts with different user groups

## **TEXAS PARKS AND WILDLIFE DEPARTMENT'S SERVICE STANDARDS**

In serving our customers, TPWD employees will strive to do the following:

1. Answer correspondence (including faxes and e-mails) quickly and clearly.
2. See people as promptly as possible in all our offices.
3. Provide current information about services on the Internet and at field offices across the state. TPWD's home page is [www.tpwd.texas.gov](http://www.tpwd.texas.gov). Frequently asked questions can be found at [www.tpwd.texas.gov/faq/](http://www.tpwd.texas.gov/faq/)
4. Answer telephone calls quickly and helpfully. Our toll free number is (800) 792-1112. More information on specific TPWD contacts can be found at [www.tpwd.texas.gov/business/about/](http://www.tpwd.texas.gov/business/about/)
5. Respond to inquiries typically within 10 working days of receipt.
6. Do everything within reason to make services available to everyone, including those with disabilities.
7. Provide information about TPWD sites and programs to Texans statewide.

The agency's customer service representative is Josh Havens, Director of Communications. He can be reached at (512) 389-4557 or (512) 389-4814 (fax).

## **TEXAS PARKS AND WILDLIFE DEPARTMENT'S CUSTOMER COMPLAINT-HANDLING PROCESS**

As prescribed by Texas Parks and Wildlife Department's Operations Policy OP-02-03, formal complaints received by divisions must be submitted to the Office of Internal Affairs for review, tracking and determination of proper follow-up action. Information on the complaint-handling process, as well as instructions on how to file a complaint can be found at [www.tpwd.texas.gov/business/feedback/complaints/file\\_a\\_complaint.phtml](http://www.tpwd.texas.gov/business/feedback/complaints/file_a_complaint.phtml).

Correspondence containing non-formal complaints received at the department through the Executive Office are logged into the Department Mail Tracking System and assigned to the appropriate division director for a timely response that appropriately addresses the concerns raised.

Correspondence containing non-formal complaints received at the department through individual divisions are logged into division tracking systems and assigned to the appropriate division personnel for a timely response that appropriately addresses the concerns raised.

## FY 2017-2018 CUSTOMER SERVICE REPORT

TPWD provides products and services to a wide range of external customer groups and individual customers. A solid customer service orientation and ongoing efforts to solicit feedback regarding customer preferences and satisfaction are vital to the department's ability to effectively meet their needs. Recent/ongoing examples of these customer assessment efforts include:

- Annual public scoping meetings – regulatory scoping and customer outreach conducted to obtain customer feedback regarding management direction on specific issues of interest.
- Frequent meetings with advisory committees and boards – conducted to help guide programmatic decisions, development of proposed regulations and other recommendations.
- Annual angler creel surveys – conducted on water bodies throughout the state to determine angler impact on aquatic resources and overall angler satisfaction with management efforts.
- Statewide angler surveys – conducted every four years to determine general attitude and opinions regarding statewide management efforts, angler preferences, and specific resource management issues.
- TPWD online customer satisfaction survey
- Annual online regulations webinars – conducted to garner customer feedback on proposed changes to freshwater fishing, coastal fishing, and hunting regulations.
- Department website—TPWD routinely solicits and responds to public comments and inquiries.

For the purpose of this report, TPWD will focus on the results of the online customer satisfaction survey.

## TPWD ONLINE CUSTOMER SATISFACTION SURVEY

A web-based customer satisfaction survey was conducted last spring, targeting key TPWD constituents – state park visitors, hunters, freshwater and saltwater anglers, boaters, jet skiers, birders and wildlife watchers. The survey measured the statutorily required customer service quality elements:

- Overall satisfaction with TPWD
- Satisfaction with TPWD facilities
- Satisfaction with TPWD staff
- Satisfaction with TPWD communications
- Satisfaction with the TPWD website
- Satisfaction with TPWD complaint handling processes
- Satisfaction with TPWD service timeliness
- Satisfaction with TPWD printed information

The survey also collected data on the customers' level of participation in several outdoor activities to define the customer groups.



## **A. Information Gathering Methods**

The survey was conducted on the TPWD website from April 15, 2017 – June 1, 2017. The goal was to collect a minimum of 400 responses, with at least 100 in each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers). The survey was posted on highly visible areas of the TPWD website: the home page, and the web pages for park visitors, hunters, anglers, boaters, and wildlife viewers. The survey was conducted as a convenience sample in which web visitors received a pop-up box on the web page asking to complete the survey online. A convenience sample poses a risk of non-response bias; therefore, the results are presented as indicators of the satisfaction of the customer groups measured. A future study with a random sample would be necessary to completely measure the satisfaction levels of TPWD customers. However, the costs of performing such a study would be substantial.

### **TIME FRAME**

The survey was made available through the TPWD website from April 15, 2017 to June 1, 2017.

### **METHODOLOGY**

Visitors to the TPWD website could click on the pop-up box to complete the survey. The survey data was automatically entered electronically into a database, and analysis of the data was completed by TPWD's Communications Division staff.

### **LIMITATIONS**

The primary limitation of this research is that the survey was conducted as a convenience sample, in which web visitors had the option to complete the survey while visiting the TPWD website. A convenience sample may not fully represent the population of TPWD customers and there was no way to follow up with respondents to determine whether respondents differed from non-respondents .

Additionally, because the website was used to conduct the survey, TPWD customers who do not have internet access could not take part in the survey. Though internet use is generally high among Americans and internet access is widely available through libraries and schools as well as in private homes and offices, it is possible that TPWD customers who do not use the internet may vary from the web users who participated in the survey.

Another limitation of this study is that the survey was conducted during a single period of the year (spring 2017) and does not cover the broadest possible range of customers who use the TPWD website. However, earlier online surveys were conducted across all four seasons in the fall/winter of 2004, summer of 2005, spring of 2009, winter of 2011, fall/winter 2012-13, winter 2016 and most recently in the spring of 2017 to capture visitor satisfaction across all seasons. The results of these surveys were presented in previous Customer Service Reports.

### **NUMBER OF CUSTOMERS SURVEYED, SAMPLING ERROR, CONFIDENCE LEVEL AND RESPONSE RATE**

A total of 708 customers completed the online satisfaction survey. Many of these customers fell into more than one customer group based on their participation in more than one outdoor recreation activity once or more per year; thus the groups are not mutually exclusive. The goal for overall sample size as well as sample within each group were exceeded. The final tally of customer group sample sizes is as follows:



Customer Group	Sample Size
Total Sample	708
State Park Overnight Visitors	530
State Park Day Visitors	531
Hunters	528
Freshwater Anglers	531
Saltwater Anglers	530
Boaters/Jet Skiers	528
Wildlife Watchers/Birders	530

The response rate cannot be calculated for this survey due to the methodology.

#### GROUPS EXCLUDED FROM THE DATA COLLECTION PROCESS

This survey was intended to target outdoor recreation users using the TPWD website. Other user groups that use the website such as landowners and commercial fishermen were not included in the survey.

## B. Performance Measures

### *Outcome Measures*

#### PERCENTAGE OF SURVEYED CUSTOMERS EXPRESSING OVERALL SATISFACTION WITH SERVICES RECEIVED

TPWD received high satisfaction ratings from its customers in this survey. Eighty-seven percent of customers report being either very satisfied or satisfied overall with the Texas Parks and Wildlife Department. Six percent of customers report being dissatisfied or very dissatisfied with the agency.

For the overall satisfaction question and an additional eight of the 12 questions used to assess satisfaction levels on the statutorily required customer service elements, at least three-quarters of customers report being very satisfied or satisfied with TPWD's performance. These include the following areas: staff friendliness, ease of understanding information, staff knowledge, usefulness and ease of finding information on the website, and cleanliness of facilities.

Fifty-one percent of customers are satisfied with the timeliness of TPWD's response to inquiries, 18% report being "neither satisfied nor dissatisfied," and 5% reported being dissatisfied.

Complaint handling - measured by satisfaction with TPWD's responsiveness to customer's complaints - is an area in which 27% of customers are satisfied. Twenty percent report being "neither satisfied nor dissatisfied," and only 3% of customers are dissatisfied with TPWD's responsiveness to complaints. Fifty percent said that this question was not applicable.

## SUMMARY OF SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

	% Very satisfied / satisfied	% Very dissatisfied / dissatisfied	% Neither satisfied nor dissatisfied	Not applicable
Overall satisfaction	87%	6%	4%	3%
Cleanliness and appearance of sites	83%	4%	6%	7%
Friendliness and courtesy of staff	86%	3%	5%	7%
Ease of understanding information	87%	4%	6%	2%
Usefulness of printed information	76%	2%	12%	10%
Knowledge of staff	85%	2%	7%	6%
Availability of printed information	75%	3%	14%	8%
Usefulness of information on website	85%	6%	9%	1%
Ease of finding information on website	83%	7%	8%	2%
Hours of operation of business offices	65%	4%	16%	15%
Amount of time it takes for inquiries to be answered	51%	5%	18%	26%
Responsiveness to customer complaints	27%	3%	20%	50%

Below are the detailed results of each satisfaction question for the total sample of respondents.

## DETAILED SURVEY RESULTS FOR TOTAL SAMPLE OF RESPONDENTS

**OVERALL: How satisfied are you overall with TPWD?**

	Total
Very satisfied	58%
Satisfied	29%
Neither satisfied nor dissatisfied	4%
Dissatisfied	3%
Very dissatisfied	3%
Not applicable	3%

**FACILITIES: How satisfied are you with the cleanliness and appearance of TPWD sites?**

	Total
Very satisfied	52%
Satisfied	31%
Neither satisfied nor dissatisfied	6%
Dissatisfied	2%
Very dissatisfied	2%
Not applicable	7%

**FACILITIES: How satisfied are you with the hours of operation of TPWD business offices?**

	Total
Very satisfied	37%
Satisfied	28%
Neither satisfied nor dissatisfied	16%
Dissatisfied	2%
Very dissatisfied	2%
Not applicable	15%

**STAFF: How satisfied are you with the friendliness and courtesy of TPWD staff?**

	Total
Very satisfied	60%
Satisfied	26%
Neither satisfied nor dissatisfied	5%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	7%

**STAFF: How satisfied are you with the knowledge of TPWD staff?**

	Total
Very satisfied	57%
Satisfied	28%
Neither satisfied nor dissatisfied	7%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	6%

**COMMUNICATIONS: How satisfied are you overall with the ease of understanding information you have received from TPWD?**

	Total
Very satisfied	52%
Satisfied	34%
Neither satisfied nor dissatisfied	6%
Dissatisfied	2%
Very dissatisfied	2%
Not applicable	2%

**WEBSITE: How satisfied are you with the ease of finding information on the TPWD website?**

	Total
Very satisfied	46%
Satisfied	37%
Neither satisfied nor dissatisfied	8%
Dissatisfied	5%
Very dissatisfied	2%
Not applicable	2%

**WEBSITE: How satisfied are you with the usefulness of the information on the TPWD website?**

	Total
Very satisfied	54%
Satisfied	31%
Neither satisfied nor dissatisfied	9%
Dissatisfied	4%
Very dissatisfied	2%
Not applicable	1%

**PRINTED INFORMATION: How satisfied are you with the availability of printed information from TPWD?**

	Total
Very satisfied	44%
Satisfied	31%
Neither satisfied nor dissatisfied	14%
Dissatisfied	2%
Very dissatisfied	1%
Not applicable	8%

**PRINTED INFORMATION: How satisfied are you with the usefulness of printed information from TPWD?**

	Total
Very satisfied	44%
Satisfied	32%
Neither satisfied nor dissatisfied	12%
Dissatisfied	1%
Very dissatisfied	1%
Not applicable	10%

**TIMELINESS: How satisfied are you with the amount of time it takes for your telephone, letter or e-mail inquiries to be answered?**

	Total
Very satisfied	32%
Satisfied	19%
Neither satisfied nor dissatisfied	18%
Dissatisfied	2%
Very dissatisfied	3%
Not applicable	26%

**COMPLAINT HANDLING: Do you know how to make a complaint to TPWD?**

	Total
Yes	44%
No	56%

**COMPLAINT HANDLING: How satisfied are you with TPWD responsiveness to customer complaints?**

	Total
Very satisfied	18%
Satisfied	9%
Neither satisfied nor dissatisfied	20%
Dissatisfied	1%
Very dissatisfied	2%
Not applicable	50%

#### PERCENTAGE OF SURVEYED CUSTOMER RESPONDENTS IDENTIFYING WAYS TO IMPROVE SERVICE DELIVERY

Thirty-five percent of respondents offered comments on the online satisfaction survey. Many of these comments involved ways to improve TPWD programs and services, while other comments were statements of appreciation and support for TPWD.

#### *Output Measure*

##### NUMBER OF CUSTOMERS SURVEYED (COMPLETED)

A total of 708 customers who visited the TPWD website were surveyed.

##### NUMBER OF CUSTOMERS SERVED

TPWD serves the population of the state of Texas by managing and conserving the natural and cultural resources of Texas and offering outdoor recreation opportunities to its citizens.

#### *Efficiency Measure*

##### COST PER CUSTOMER SURVEYED (SURVEYS COMPLETED)

There were no out-of-pocket costs for conducting this survey. All costs were for staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time costs are estimated at \$600 (15 hours). This results in a cost of \$0.85 per completed survey.

#### *Explanatory Measures*

##### NUMBER OF CUSTOMERS IDENTIFIED

This survey was implemented to a sample of web users from April 15, 2017 to June 1, 2017. A total of 708 customers were surveyed.

##### NUMBER OF CUSTOMER GROUPS SURVEYED

Many TPWD customer groups were surveyed. The following groups of customers interested in department services and programs were targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD website include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public

## C. Analysis of Findings

Overall, TPWD receives high satisfaction ratings across the board from its customers.

In the areas of facilities, staff, website, and printed information, three-fourths (75%) of customers rated themselves as “satisfied” or “very satisfied” with TPWD’s performance. In other categories, 65% were satisfied with TPWD’s hours of operation, and 51% of customers are satisfied with the timeliness of TPWD’s response to inquiries, with 4% being dissatisfied.

The only area in which less than one-third of customers were satisfied with TPWD is complaint handling. Twenty-seven percent of customers rated being satisfied or very satisfied with complaint handling, while 20% are “neither satisfied nor dissatisfied” and 3% are dissatisfied. Half of responses selected “not applicable” in response to this question.

## FY 2018 ESTIMATED PERFORMANCE

The TPWD Online Customer Satisfaction Survey is conducted approximately every two years, with results reported in the Customer Service Report. The same survey instrument and general methodology that was used in FY 2005, 2007, 2009, 2011, 2013, 2016, and will be used again in FY 2019. The next online survey will be implemented again in the summer of 2019.

### *Output Measure*

#### ESTIMATED NUMBER OF CUSTOMERS SURVEYED (SURVEYS COMPLETED)

The goal will be to collect a minimum of 400 responses, with at least 100 in each of the key customer groups (state park visitors, hunters, freshwater anglers, saltwater anglers, boaters, wildlife viewers).

### *Efficiency Measure*

#### ESTIMATED SURVEY COSTS

There will be no out-of-pocket costs for conducting this survey. All costs involve only staff time in designing the survey instrument, defining the methodology, and analyzing and reporting survey results. Staff time costs are estimated at \$600 (15 hours).

### *Explanatory Measures*

#### ESTIMATED NUMBER OF CUSTOMERS IDENTIFIED

The total number of customers identified is based on the number of surveys completed (minimum of 400).

#### NUMBER OF CUSTOMER GROUPS TO BE SURVEYED

Many TPWD customer groups will be surveyed. Web users include persons interested in TPWD services and programs. The following customer groups will be targeted for this survey:

- State Park and State Historic Site Visitors
- Hunters
- Freshwater Anglers
- Saltwater Anglers
- Boaters and Jet Skiers
- Birders and Wildlife Watchers

Additionally, other customers who use the TPWD website include:

- Landowners
- Recreational Bikers and Mountain Bikers
- Rock Climbers
- Horseback Riders
- Outdoor Enthusiasts
- The General Public





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